

Operational Definitions for Community Plan Processes

Phase I

(Reference the first page behind the tabs labeled, “*Roles, Responsibilities, & Definitions*” and “*Community Plan Process*”)

Critical Issues:

Any areas determined to be essential to the health, safety, morals, order, convenience, prosperity and general welfare of the citizens and visitors of Hampton. (The 1998 Strategic Plan identified seven such issues that provided the basis for work over the past 5 years.)

Outcomes:

Desirable future state to be achieved during plan implementation.

Goals:

Specific, defined ends that build towards outcomes. Goals answer the questions: “Where do we want to be in the future? What is our destination? How will we know if we are successful?”

Objectives:

Short-term, resource-specific (who, does what, by when) deliverables that are essential components of goals. They are interim signposts towards the destination.

Measures of Success (Indicators):

Standards against which progress towards accomplishment of objectives, goals and outcomes can be tracked.

Background Material in Support of Operational Definitions

Critical Issues:

“Smoking out the issues helps you eliminate ‘nondecisions’ early in the game, so you can better apply your precious time and energy.

If you feel that a decision must be made, ask yourself:

1. Has something happened that should not have happened and therefore needs to be *corrected* or *prevented* in the future?
2. Has something happened better than expected – and you want to *keep it happening*?
3. Is something *missing* that needs to be provided, or something that you want to happen not happening?

If your situation does not involve any of these questions, chances are that no decision needs to be made (at least for the moment)!” (Page 49)

“Once you’ve ‘smoked out’ the issues, you’re ready to determine what it is you want to *Achieve*, *Preserve*, and *Avoid* through your decision.” (Page 50)

Arnold, John D. (1992), **The Complete Problem Solver:
A Total System for Competitive Decision Making.**

Outcomes

Goals

Goal (Dictionary)

(gOl),

—*n.*

1. the result or achievement toward which effort is directed; aim; end.
2. the terminal point in a race.
3. a pole, line, or other marker by which such a point is indicated.

“Webster defines a goal as: An object or end that one strives to attain.

I like to think about a goal as: a vision of what you want to happen.

If you can see it, you can accomplish it, and I’ve found that if you can turn a common team goal into a vision of what the team wants to accomplish, then it will happen.”

Robson, George D. (1991), **Continuous Process Improvement:
Simplifying Work Flow Systems**, page 39

Goals can be viewed in four frames or perspectives:

- Structural frame sees goals as keeping the group headed in a direction
- Human Resource frame involves goals that keep people involved and communication open

- Political frame uses goals to provide opportunities for individuals or groups to make their interests known
- Symbolic frame focuses goals on developing symbols and shared values

Adapted from Carnevale, Anthony P., Leila J. Gainer, & Ann S. Meltzer (1990),
Workplace Basics: The Essential Skills Employers Want,
 San Francisco: Jossey-Bass, page 362-3

“Done well, traditional goal setting is powerful because it accesses the power of two of our unique endowments: *creative imagination* and *independent will*.

We use our creative imagination to visualize, to conceive of possibilities beyond our direct experience. We use our independent will to make choices, to transcend background, scripting, and circumstance. When we set a goal, we’re saying, ‘I can envision something different from what is, and I choose to focus my efforts to create it.’ We use our imagination to keep the goal in mind, and our independent will to pay the price to achieve it.”

Covey, Steven R. (1994), **First Things First**, page 140

“Goals preserve and enhance the assets and resources that enable us to be productive.”

Covey, Stephen R. (1990), **Principled Centered Leadership**,
 New York: Summit Books, pg.134.

Goals “generate momentum and commitment.” They provide “challenging but achievable targets.”

Peters, Tom (1987), **Thriving on Chaos**,
 New York: Harper & Row, pg. 602-603.

A goal “should be concrete enough that you will know when you have accomplished it, large enough so you will feel stretched in pursuing it, and small enough so you have a real shot at achieving it.”

Wick, Calhoun W. and Lu Stanton Leon (1993),
The Learning Edge: How Smart Managers and Smart Companies Stay Ahead,
 New York: McGraw-Hill, Inc., pg. 51.

“Goals must be clear and precise in each team member’s mind. When this is not the case, it is extremely difficult to develop plans to accomplish the group task, and commitment among team members will be weak.

“Each team member must be able to see that the goals are worth the effort; otherwise, the best that can be hoped for is uninspired, mediocre team performance.”

Carnevale, Anthony P., Leila J. Gainer, & Ann S. Meltzer (1990),
Workplace Basics: The Essential Skills Employers Want,
 San Francisco: Jossey-Bass, pg. 324

Goals “improve the group’s strength and work. To become a more open system, a group needs a method of moving from the starting point to the goal. Several rules of thumb are important to remember:

- Change needs boundaries and direction.
- Change must be based on the commitment of individuals to purpose.

- Change must involve all facets of the existing structure.
- Planned change must use the existing power sources – formal and informal.

Whoever you are, wherever you are, and whatever your system may be, renewal must be a process of change, a movement toward a goal (ideal) different from where you are now.”

Mink, Oscar G., Barbara P. Mink, & Keith Q. Owen (1987), Groups At Work, Englewood Cliffs, New Jersey: Educational Technology Publications, Inc., pg. 26-27.

Objectives

Loosely defined as “the scope, technical objectives, statement of work, and/or specifications.” “The objectives are the characteristics of the deliverables, the target cost at completion, and the target completion date.”

Knutson, Joan and Ira Bitz (1991), Project Management: How to Plan and Manage Successful Projects, pages 9 and 10.

1. Objectives must be derived from ‘what our business is, what it will be, and what it should be.’ They are not abstractions. They are the action commitments through which the mission of a business is to be carried out, and the standards against which performance is to be measured. Objectives, in other words, are the *fundamental strategy of a business*.
2. Objectives must be *operational*. They must be capable of being converted into specific targets and specific assignments. They must be capable of becoming the basis, as well as the motivation for work and achievement.
3. Objectives must make possible *concentration* of resources and efforts. They must winnow out the fundamentals among the goals of a business so that the key resources of men, money, and physical facilities can be concentrated. They must, therefore, be selective rather than encompass everything.
4. There must be *multiple objectives* rather than a single objective. ... To manage a business is to balance a variety of needs and goals. And this requires multiple objectives.
5. Objectives are needed in all areas on which the *survival* of the business depends.

“Objectives are the basis for work and assignments.”

“If objectives are only good intentions they are worthless. They must degenerate into work. And work is always specific, always has – or should have – clear, unambiguous, measurable results, a deadline and a specific assignment of accountability.

But objectives that become a straitjacket do harm. Objectives are always based on expectations. And expectations are, at best, informed guesses. Objectives express and appraisal of factors that are largely outside the business and not under its control. The world does not stand still.

The proper way to use objectives is the way an airline uses schedules and flight plans.”

Drucker, Peter F. (1973), Management: Tasks, Responsibilities, Practices, pages 99-102

Measures of Success

“Using the proper measurement at the proper time can mean the difference between successful implementation and rejection. Consider the following suggestions to use measurement to your advantage. Once you’ve determined what’s critical to your process or improvement plan and have established specific goals:

1. Identify key characteristics to be measured
2. Establish appropriate units of measure
3. Develop a plan to collect measurements
4. Collect measurement data
5. Analyze and compare results to goals
6. Take appropriate action indicated

The importance of maintaining focus on team goals cannot be stressed enough.”

Robson, John D. (1991), Continuous Process Improvement: Simplifying Work Flow Systems, page 155

“The primary purpose for measuring results is for you to think through the impact of your goal. *How will it make a positive contribution to specific people, solve a particular problem, or create a unique opportunity?* You should be able to concretely visualize the completed goal and how you will measure whether it has been accomplished.”

Wick, Calhoun W. and Lu Stanton Leon (1993),
The Learning Edge: How Smart Managers and Smart Companies Stay Ahead,
New York: McGraw-Hill, Inc., pg. 61.

Vision –
(Determines the destination)

Describes the future state of being you desire to achieve.

Missions –
(Identify the Purpose)

Describes “why” you want to achieve the vision and some guiding principles about the “right way” to get there.

Goals/Strategies –
(Specify how you will get there)

Describe specific tasks that you hope will move you toward your vision while embracing the guiding principles expressed in the mission.

Vision

- ❑ A vision is greater than ourselves.
- ❑ A vision is always about greatness.
- ❑ A vision expresses our values and what we hope to contribute.
- ❑ A vision transforms momentary strategies into a way of life.
- ❑ A vision is creating an ideal, preferred future with a grand purpose of greatness.

Mission vs. Vision

Mission

- Comes from the HEAD
- Doing things RIGHT
- Short term (now)
- Management
- Traditional
- Maintain the status quo
- Solve the Problem

Vision

- Comes from the HEART
- Doing the RIGHT THINGS
- Long term (future)
- Leadership
- Transformational
- Constructive Change (better than the status quo)
- Explore the Possibilities

Vision – Common “stumbling blocks”

Vagueness	Good vision statements will have multiple meanings. They need not mean the same thing to everyone.
Idealistic	Good vision statements are definitely idealistic. They should describe an ideal future.
Unreachable	The state of being described by a good vision is very difficult to reach. It is a “Stretch given present day realities. Many would argue that the best visions are those that constantly challenge you no matter how much you may have already achieved.